



Command and Staff College

MISSION

Informed by the study of history and culture, CSC educates and trains its joint, multinational, and interagency professionals in order to produce skilled warfighting leaders able to overcome diverse 21st century security challenges.

DEGREE

Command and Staff College offers students the option of completing the requirements for a Master of Military Studies (MMS) degree.

CORE LEARNING OUTCOMES

- Students will understand the relationship between political and military goals.
- Students will be able to analyze the basis for a mission, structure, doctrine or policies of an organization.
- Students will understand the character of traditional, irregular, disruptive, and catastrophic warfare.
- Students will understand the strategic, operational, and tactical application of traditional, irregular, disruptive, and catastrophic warfare.
- Students will demonstrate an understanding of the enduring nature of war.
- Students will appreciate the broader social and cultural factors that shape war and peace.
- Students will gain a foundation in military history, and its value to the warfighter.
- Students need to appreciate the cross-cultural and cross-social factors that shape operations.
- Students will demonstrate an understanding of the "generations" of warfare 1st through 4th.
- Students will demonstrate an understanding of the strategic decision making process.
- Students will analyze past strategic and leadership decisions.
- Students will demonstrate an understanding of the broader social and cultural factors that influence the formulation and outcomes of national strategies.
- Students will be capable of effectively analyzing a mission, developing feasible courses of action in support of campaign design and MAGTF operations.
- Students will be able to effectively apply knowledge of Marine Corps Planning Process (MCP) as a member of an Operational Planning Team.

EDUCATIONAL OBJECTIVES

- Analyze the theory and nature of war and their relationship to the application of the elements of national power.
- Think strategically and explore the relationship between national political interests and goals, and the utility of military power supporting those goals.
- Analyze strategic guidance and translate it into operational direction in the form of a campaign plan designed to accomplish military objectives.
- Assess the relationship between the operational and the tactical levels of war and to orchestrate tactical battles and engagements as a part of campaigns designed to create military conditions accomplishing strategic goals.
- Plan and execute the employment of MAGTF's anywhere along the spectrum of conflict and articulate the capabilities of MAGTF's within the joint/multinational environment with primary focus at the Marine Expeditionary Force level.
- Instill the ability to critically analyze war and apply sound military judgment in an academic environment as well as when called upon to do so in war.
- Assess the role that culture plays in conflict with an emphasis on understanding our own, our allies, and our potential enemies.

EDUCATIONAL PHILOSOPHY

Since the goal of professional military education is to develop officers who can employ innovative thinking when confronted with changing situations, it is imperative the College provide a learning environment that encourages officers to cast a critical eye on traditional or accepted concepts. Such an environment requires an educational setting that demands active student participation to the greatest extent possible.

The primary instructional methodology for the Command and Staff College curriculum is the seminar/guided discussion conducted by the Faculty Advisor Team in the conference group setting. This methodology fosters a learning environment that encourages active and thoughtful participation on the part of each student.

A key element to the success of the seminar discussions is scheduled professional study and preparation time (PSPT). These periods are incorporated into the regular schedule to provide officers the opportunity to read, write, reflect, and conduct required research during normal school hours. PSPT supplements, rather than replaces, study and research conducted after normal working hours.

Other instructional methodologies employed in support of the curriculum include historical case studies, practical application planning and decision exercises, battlefield staff rides, presentations by faculty and guest lecturers, and tutorial sessions between students and faculty members.

Integrated within the curriculum is the College's emphasis on improving written and oral communication skills. The purpose of this effort is to build the student's ability to communicate effectively in a variety of situations. Through a series of requirements, including a variety of oral presentations, "point papers," analytical essays, and more traditional research-based efforts, officers improve their speaking and writing skills as well as their ability to critique and refine their own work.

CURRICULUM

Warfighting . . . from the Sea (WFTS)

WFTS is designed to deliver an understanding of planning and execution methodologies within the framework of joint and Marine Air-Ground Task Force (MAGTF) doctrine; inculcate an ability to conceptualize, coordinate, and synchronize a broad spectrum of resources and yield productive effects across the tactical, operational, and strategic levels of warfare; and analyze contemporary issues and emergent challenges facing the military professional. The course is broken into four seminar based blocks of instruction (Joint Operations; MAGTF Operations; Contemporary Operations; and Warfighting Electives) and six planning evolutions. The focus on planning is a recurring theme throughout the Command and Staff College curriculum. The first planning experience introduces the Marine Corps Planning Process (MCP) and is designed to educate students, using a combination of lecture and practical application, on the Marine Corps' doctrinal planning process. This initial exposure to planning incorporates a Marine Expeditionary Brigade (MEB) amphibious scenario and establishes the intellectual framework for all subsequent exercises. Throughout the academic year students employ MCP methods during five student-led exercises. This series of exercises employs a building block approach and incorporates planning at the Marine Division/Air Wing/Logistics Group, Marine Expeditionary Force (MEF), and Joint Task Force (JTF) levels. Collectively, these exercises address a variety of conventional, irregular, and catastrophic threats while enhancing the students' ability to plan integrated MAGTF operations in a joint, interagency and multinational environment.

Within the Warfighting curriculum there are two additional sub courses that span the entire academic year: Leadership and Command & Control/Information Management (C2IM). The Leadership course examines the human dynamic as it is manifested in the context of operational planning and execution. The C2IM course introduces conceptual and practical techniques for managing complexity on the modern battlefield.



Culture and Interagency Operations (CIAO)

The Culture and Interagency Operations (CIAO) Course is designed to improve our students' ability to understand and analyze regional cultures and the interagency components of national and international governments at the operational level of war. The course is also structured to develop students' critical thinking and their understanding of small wars, peace operations, multinational operations, and strategy and policy. The primary vehicle in accomplishing the course's mission is the use of case studies. In light of the current geopolitical situation, a large fraction of the cases involve the Middle East, the Asian-Pacific region, and Sub-Saharan Africa. The CIAO course will consist of a core course in the Fall semester focused on 20th century case studies extending through the end of the Cold War; a core course in the Spring semester focused more particularly on recent and current events; and elective courses focus either on specific cultural regions or on specific aspects of interagency operations.

The course's educational objectives focus on the elements of national power, the structure and functioning of national power, peace and humanitarian operations, interagency operations, conflict termination, the ethnic and religious component to conflict, irregular warfare, and the complex relationships between social, political, ideological, and economic elements of war. At the conclusion of the course, students will be able to demonstrate the following outcomes:

- Understand and analyze cultures, particularly the Middle East, Asia-Pacific, and Sub-Saharan Africa
- Understand social, political, ideological, moral, economic, and technological factors that shape war and its outcomes
- Understand the interagency components of the U.S. and foreign governments at the operational level of war
- Understand the process of policy and strategic decision making

In addition to the core course material, the CIAO course also includes an elective. As part of this process, students are required to participate in a one-week agency program in conjunction with the final practical exercise.

Students will be evaluated by several written requirements and the contributions made during seminar. Written assignments range from one-page professional papers to a 5 to 6-page analytical research paper.

Operational Art (Op-Art)

The Operational Art (Op-Art) course examines the art and science of war at the operational level. Operational art sets and achieves intermediate goals that lead to the attainment of a "campaign" goal. The campaign goal is the "what" to be achieved and operational art is the "how." The campaign goal is set by strategy. Operational art focuses on the employment, arrangement, and synchronization of joint forces in terms of time, space, and purpose. This course therefore explores the principal issues surrounding and informing thinking and decision-making as they contribute to achieving campaign goals in support of strategic objectives. The emphasis of this course is on the thoughtful integration of theory and evidence and the development of critical analytical skills. The methodology employed is a case-study approach, informed by theory and doctrine.

Within the Operational Art course, students will gain a solid foundation in the art of war at the operational level. They will gain an understanding of the relationship between strategic objectives, campaigns, and the operational art. They will develop an appreciation of the operational art in context of joint and multi-national operations; conventional and unconventional warfare; theory and doctrine; planning and campaign design; intelligence; logistics, and professional military education. Finally, students will explore historical campaigns and evaluate those campaigns in terms of their success or failure in light of current joint warfighting concepts. At the conclusion of the course, students will be able to demonstrate the following outcomes:

- Ability to think critically and analytically about campaigns and operational art as demonstrated in both oral and written form
- Demonstrate an ability to identify the linkages between strategy, operations, and tactics that inform and shape planning and campaign design

- Explain the link between ends and means and the relationship between strategic objectives and operational task that tactical forces accomplish

Students will be evaluated by several written requirements and the contributions they make during seminar. Written assignments range from one-page point papers to a 10-page joint campaign analysis paper. In addition to the core course material, the Operational Art course also includes an elective.

Foreign Language Program (non-credit)

The foreign language program is intended to introduce students to languages and cultures that are of contemporary utility to them as members of the armed forces waging the global war on terrorism. The program seeks to improve the graduates' ability to operate in settings far removed from those they normally encounter as English speakers. Through a combination of personal study, language laboratory time, small-group interaction with instructors, and, in some cases, immersion in the culture, the students will improve their cultural awareness and ability to operate effectively within other cultures, learn to communicate in a foreign language, and master the art of using the services of an interpreter during critical negotiations. In academic year 2006-2007 courses in Modern Standard Arabic and Sub-Saharan African French will be offered.

MASTER OF MILITARY STUDIES

The MMS program at CSC is voluntary and is open to all qualified students, to include International Officers. In addition to the course requirements of CSC, MMS candidates will also complete an analytical paper on a topic relating to the operational art and pass an oral defense administered by a committee of two faculty members.

Over 1,000 students have subsequently elected to seek the Master of Military Studies degree since initiation of the program, for which there are several requirements beyond the core curriculum. The Master of Military Studies is a voluntary program; "Distinguished Graduate" status is unaffected by a student's decision to enter into, or withdraw from, the MMS program.

MMS DEGREE REQUIREMENTS

Although admission requirements to Command and Staff College are generally controlled by each service's manpower department, admission to the College's Master of Military Studies Program is limited to those officers who also meet the following prerequisites:

- The candidate must hold a bachelor's degree and must ensure the institution sends an official transcript to the Command and Staff College Registrar by the designated date. Candidates should make similar arrangements for transcripts of any graduate-level education they may have.
- The candidate must speak and write English with demonstrable proficiency. International Officers must attain a minimum score of 95 percent on the qualifying examination administered by the Command and Staff College.
- Candidates, including International Officers, must earn an unremediated "B" in all Command and Staff College courses, including electives.

- The candidate must, at the time of application, have signatures of concurrence from both Conference Group Faculty Advisors.
- The candidate must write a MMS paper approximately 15 to 20 pages in length and successfully pass an oral defense administered by at least two faculty members, one of whom must hold a terminal degree.
- The MMS is available through the resident College course only.

STUDENT EVALUATION

The aim of all evaluations is to determine whether a student has achieved the educational objectives of a course of instruction. All evaluations require a practical application solution or a narrative/essay response. In some cases oral briefings are used to amplify/defend the student's solution/answer. In the case of the MMS paper, students will be evaluated on both the paper itself and an oral defense addressing the content of the paper.

Graded Evaluations- Faculty Advisor Teams will evaluate all graded requirements and assign a grade (A, B, or C) in accordance with the criteria defined in the CSC Standing Operating Procedure. As a graduate-level institution, it is the policy of the Command and Staff College that a grade below B constitutes unacceptable performance and requires remediation. Remediation is the responsibility of the officer, with the Course Director and Faculty Advisor Team assisting throughout the remediation process.

STUDENT BODY

School seats are based on allocations granted by the Commandant of the Marine Corps which support the mission/purpose of the College and reflect the requirements of the United States Marine Corps; the joint/multinational education criteria of the Officer Professional Military Education Policy Document for other U. S. military students; the Department of Defense and Department of State agreements on foreign military student education exchange programs; and inter-agency agreements with other Federal Government agencies. Quotas for admission to the Command and Staff College are distributed as follows:

U.S. Marine Corps Officers	103
U.S. Navy and Coast Guard Officers	26
U.S. Army, Army Reserve and Army National Guard Officers	18
U.S. Air Force Officers & Air National Guard	14
International Military Officers	26
Civilians, U.S. Federal Government	<u>12</u>
TOTAL	199

The President, Marine Corps University, can approve increases in allocations on a one-time basis. The Commandant of the Marine Corps must approve permanent changes to this allocation.

REQUIREMENTS

GENERAL: Eligibility prerequisites for the Command and Staff College are those regulations and requirements established by the military services to select students to attend an intermediate-level professional military education (PME) institution.

Specific admissions prerequisites for the Command and Staff College are as follows:

- Grade: O-4 (Major/LCDR) for military officers; GS/GM-12/13 for Federal Government civilian employees.
- Security Clearance: U.S. applicants require a Secret clearance that will not expire during the academic year.
- A career record that demonstrates proven leadership and management successes with a potential to serve in future positions of increased responsibility.
- Federal Government civilian employees are required to have operational experience that will enhance the educational interaction between military and interagency students (operational experience includes intelligence or security related positions at overseas posts, national or international intelligence or law enforcement positions, or agency liaison officer positions serving with U.S. or international military organizations).
- Marine Corps officers must meet O-3 PME requirements as identified in the USMC PME Order (MCO P1553.4A).
- Certain CSC elective courses require international travel to conduct battlefield staff rides and applicants are encouraged to possess a current passport.

ACADEMIC: Instruction at the Command and Staff College is at the graduate-level using rigorous, interactive, adult learning techniques based on an inquiry-driven educational philosophy. Inherent is the development of critical thinking and problem-solving skills. An active conference/seminar based learning environment is intentionally structured to promote intellectual growth and to allow for varied input during student dialog and discussion. The faculty-led small group interactions are the strength of the Command and Staff College educational experience. Students are required to synthesize large amounts of information, present solutions to complex problems, and participate actively in graduate-level educational forums. Specific academic requirements are as follows:

- A regionally accredited undergraduate degree (United States bachelor's degree or its equivalent).
- International officers must meet English proficiency requirements as determined by the Department of Defense and Department of State (minimum grade of 80 on the Defense Language Institute's English Comprehension Level [ECL] test).
- Graduate-level capabilities to read, comprehend, speak, and write in English*
The CSC Master of Military Studies program is available to those qualified students who wish to seek a professional master's degree. Application procedures are detailed in the annual CSC publication *Master of Military Studies Requirements for the Degree*.

**Up to 50% of a course grade is determined by a student's seminar participation, which includes small group discussion, debate, and oral briefings.*

PHYSICAL AND SKILL REQUIREMENTS

The Command and Staff College curriculum is dynamic and interactive. Students are required to travel and actively participate in various educational forums. Specific physical and skill requirements are as follows:

- Small-group interaction in wargame scenarios and practical application exercises, which requires individual and group military, planning, map reading, and briefing skills.
- Must meet the physical fitness and height/weight requirements for their respective military service or Federal Government agency.
- Active participation in battlefield staff rides, which includes walking, hiking, and analyzing the battlefield's terrain, role-playing, and conducting on-site, oral briefs.
- Nominees with special medical needs are advised that medical care may not be available while traveling or conducting battlefield staff rides at remote and overseas locations. This should be considered prior to nomination.

ADMISSIONS POLICY

Admission to the Marine Corps Command and Staff College (CSC) is based on allocations granted by the Commandant of the Marine Corps. The CSC Admissions Policy supports the mission and purpose of the College and reflects the needs of the United States Marine Corps and the educational criteria of the Chairman of the Joint Chiefs of Staff's Officer Professional Military Education Policy. The CSC student body consists of three distinct student populations: U.S. military officers, international military officers, and Federal Government civilian employees. Invitation, nomination, and admission to the College vary by student type: U.S. military officers are admitted through their services' selection/assignment processes; international officers and Federal Government civilian employees are admitted through an invitational nomination/approval process.

Student nominations for the Command and Staff College are processed in the following manner:

- U.S. military student nominations are processed by the responsible military manpower department which screens all eligible officers in accordance with their regulations for intermediate-level school selection. They must provide the Command and Staff College with a roster of officers' names by 1 March for the succeeding academic year which begins in August.
- Foreign military student nominations are provided by those countries invited to participate in a professional military officer education exchange program sponsored by the Department of Defense and managed by the Department of State. This program includes not only attendance at the Command and Staff College, but also participation in an American Culture Information Program for which special lectures, trips and social activities are scheduled throughout the academic year. Background on students nominated under this program must be submitted to the College by 1 July for the succeeding academic year which begins in August.

- Civilian, U.S. Federal Government employee nominations are to be processed by the nominating agency's training office with a letter providing background information on the individuals forwarded to the Director, Command and Staff College, for final review and approval. Nomination letters must be received by 1 March for the succeeding academic year which begins in August.

All inquiries regarding admission should be directed to:

Director, Command and Staff College
Marine Corps University
2076 South Street
Quantico, Virginia 22134-5068
Phone: (703) 784-1069 or (703) 784-1120 (Admin Office)
FAX: (703) 784-2628
www.mcu.usmc.mil/csc

The 2006 Graduation Ceremony included 193 graduates from the Command and Staff College. In addition to the Marine Corps, students came from the other military services, U.S. government agencies and 26 different countries.

